



Lessons Learned ISAF III

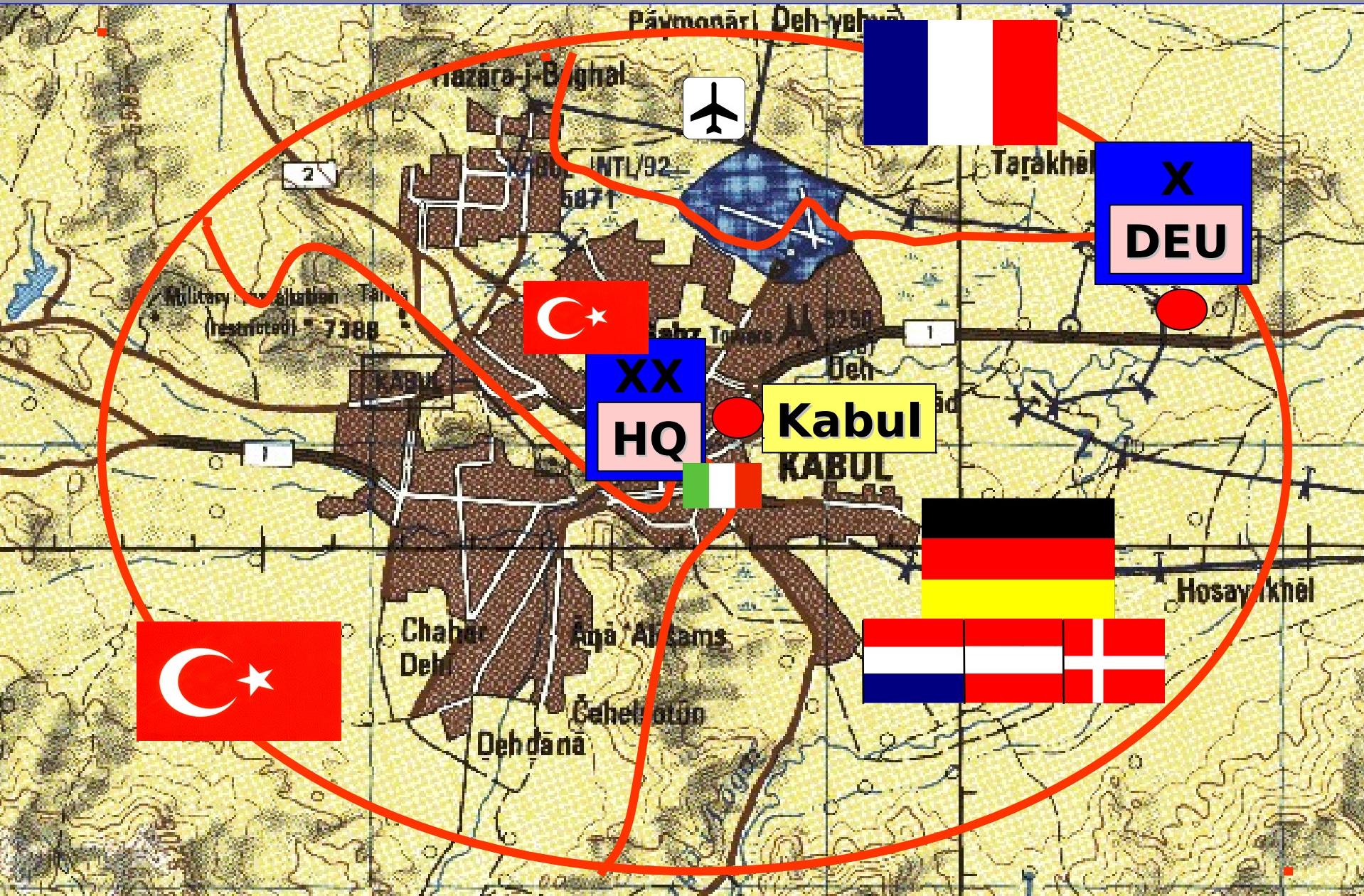


**Armed Forces Staff V
Federal Ministry of Defence
Brigadier General Manfred Engelhardt**

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ISAF Area of Responsibility





AGENDA

Political and Strategic Planning Process

Decision Making

Strategic Planning

Campaign Planning

Conduct of Operations

Deployment

Operational Concept

JFC HQ ISAF

Summary & Recommendations



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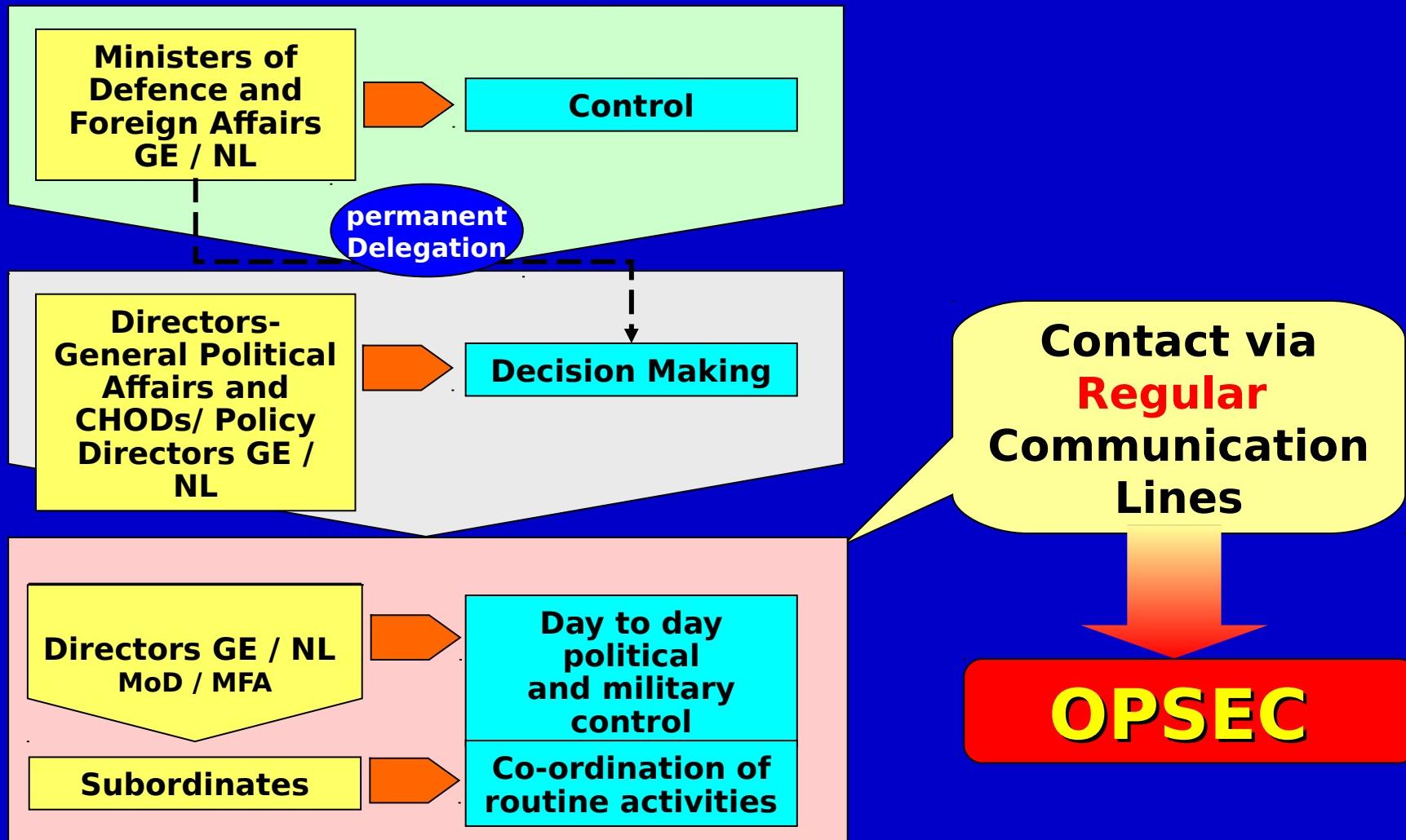
JFC HQ ISAF

Summary & Recommendations



ISAF III - Command Structure

Political and Strategic Level

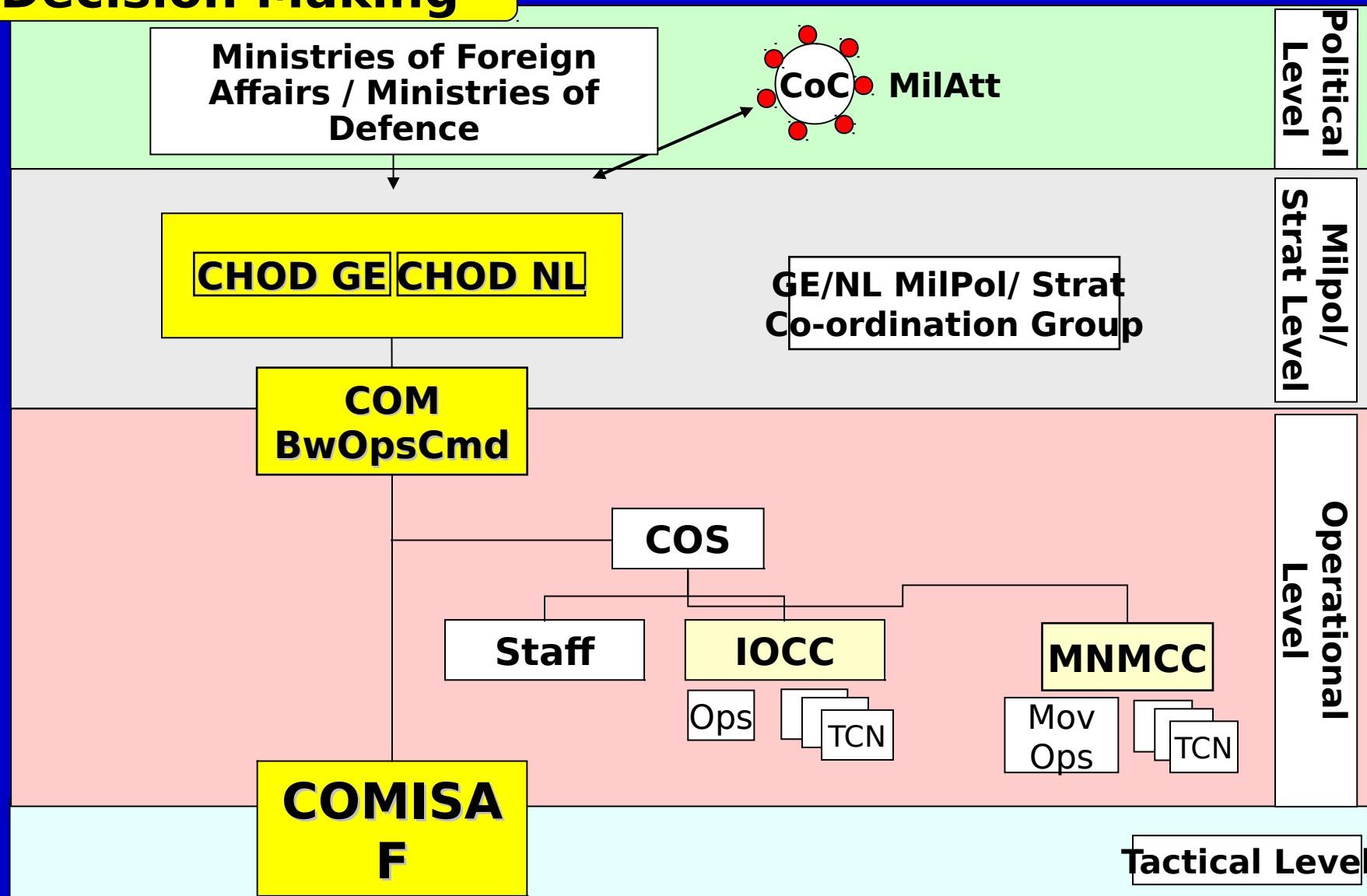


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Political & Strategic Planning Process

Decision Making





Political & Strategic Planning Process

Strategic Objective

Multi-National Operation IAW
Political and Strategic Reasoning



Complexity
Interoperability

Influencing Factors

Critical Factors

Operation
Confidence / Credibility
Respect
Partners / Teams
Patience

Maintaining Operational Balance

Definition of: Desired Endstate
Termination Criteria
Extraction Criteria
Rules of Engagement

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Political Directives



Intensive
Information Campaign
required

No
Heavy Metal



Send positive Signals:

Stabilize
Nation Building
Assistance vs. Occupation Force

Maintaining Operational Balance

Force
Protection



Political & Strategic Planning Process

Campaign Planning

- **Operational Challenges**
 - **Multi-National "Lead Nation" Function**
 - **Legal Situation**
 - **Operational Planning**



Political & Strategic Planning Process

Lessons Learned

At Every Level:
Have a Vision

Give a **Guidance**

Use Common
Standards

Maintain
Information Flow
at all Times and
Planning Stages

Strat. Campaign Plan

Deconfliction of
Interests &
Responsibilities

Structural &
Organisational
Prerequisites

...in early Stages of the
Planning Process



Political & Strategic Planning Process

Lessons Learned

Guidance

Efficient
Planning

Standards

requires

Information Flow

Strategic
Decisions



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Conduct of Operations

Deployment

- **Encountered Shortfall**
 - Harmonisation of the Planning Process
 - Overall "Desired Order of Arrival" (DOA)
 - Late Political Decisions
 - Limited Transport Capability
 - Limited Flexibility
 - National Regulations
 - Non-existing GE Cargo Tracking System





Conduct of Operations

Lessons Learned

Guidance

Standards

Information Flow

Define Responsibilities over all levels

Include Options

Define Timelines / DOA / Priorities

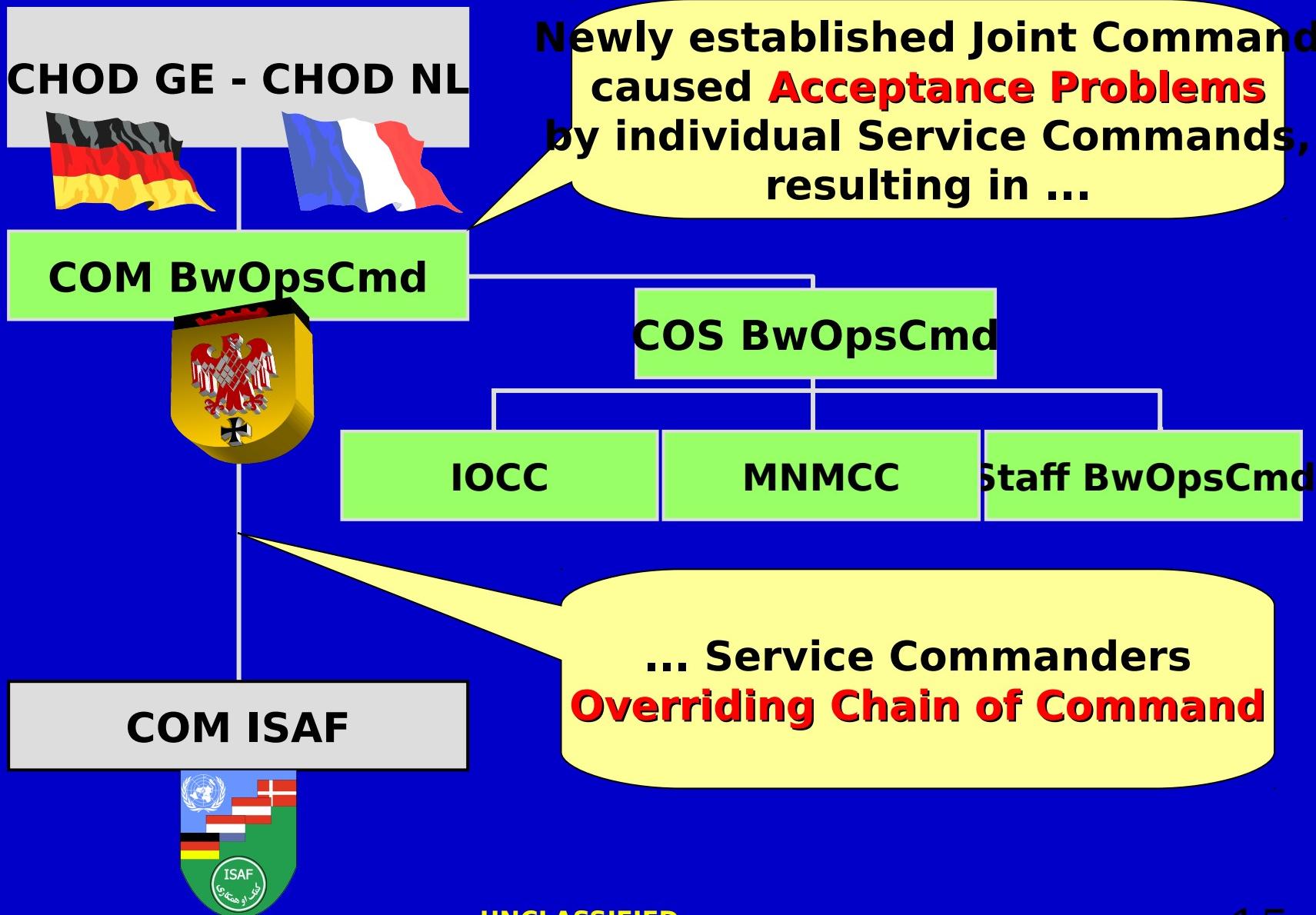
Standardize multi-nat. Transport Requirements

Establish Combined & Joint Planning

Share Information between Nations over all levels within the C2-Structure



C2 Structure ISAF III



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Conduct of Operations

Operational Concept

IOCC: The Mission

- **Observe & analyse political and military situation development in theatre**
- **Develop Operational Directives**
- **Develop Contingency Plans**
- **Inter-Nation and Inter-Agency Co-ordination and Harmonisation**



Conduct of Operations

Lessons Learned

Guidance

Standards

Information Flow

**Single Directives vs.
Overall Strategic Campaign Plan
resulted in
Case by Case Decisions
resulted in
Incompleteness & Timeliness**

**Use of standardized
Documents (**NATO**) & Equipment**

**Information Registration &
Organisational Management
prior
starting the Mission**



Conduct of Operations

Lessons Learned

Guidance

Standards

Information Flow

Key to Success

is a

timely OPLAN



Conduct of Operations

JFC HQ ISAF

Challenges

Influencing Factors

OPSEC

- Maintain Freedom of Action

- Mandate
- Force Composition
- Capabilities

- Analyse Situation

- Intel Driven Operations

- Take Proper Action

- Fast Access to Advice

Close Liaison with Key Stakeholders critical for keeping Situational Awareness

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Integrate Mission tailored Staff Elements



Car Bomb Attack Kabul 07 Jun 2003

Guidance

**The System
worked**

Standards

**Uninterrupted and
quick
Information
Exchange
assured
optimum support
throughout
the
Chain of Rescue**

Information Flow



Activating the Chain of Rescue

Action in Germany:

Analyse Data (X-Rays)
in Bw Central Hospital

Advice & Recommend
Ensure proper Treating
of the Wounded

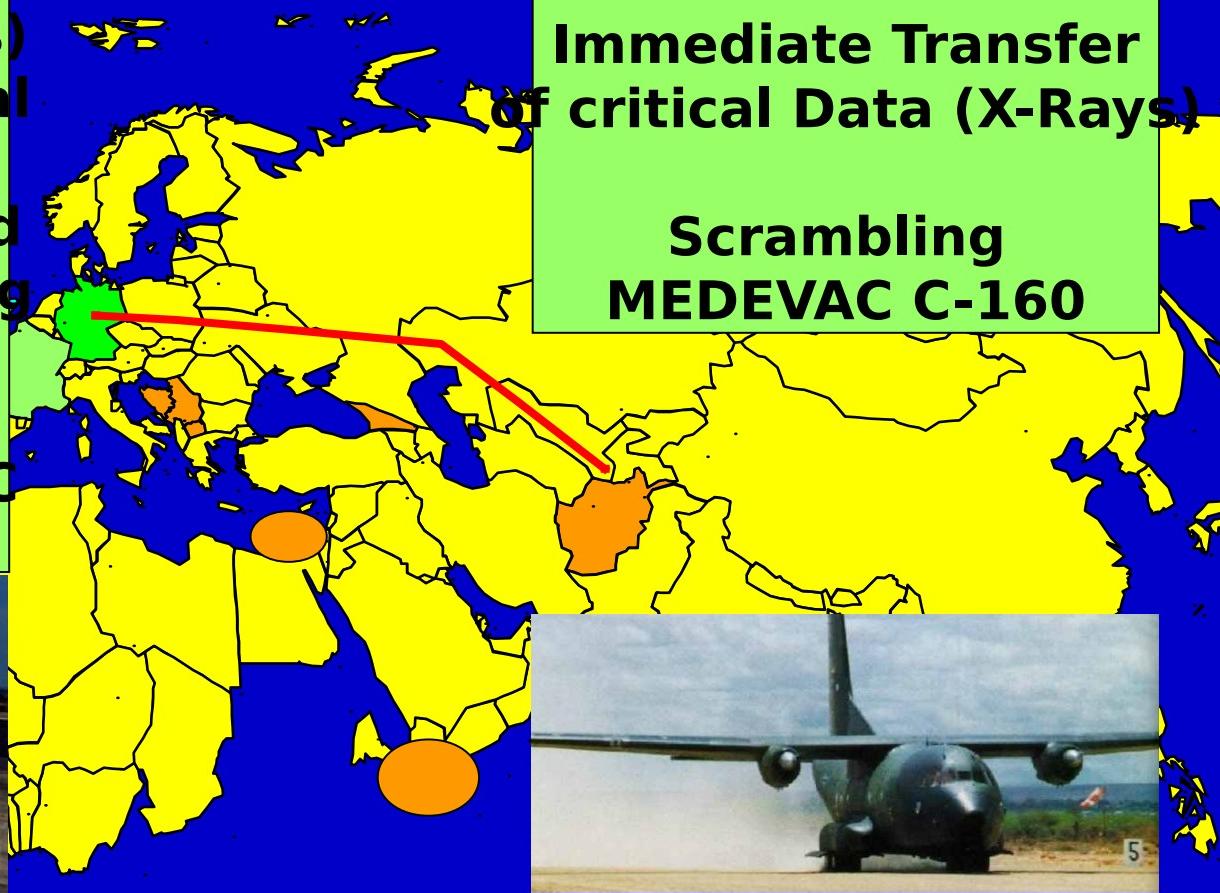
Scrambling MEDEVAC
Airbus to TERMEZ



Action in Kabul:

Immediate Transfer
of critical Data (X-Rays)

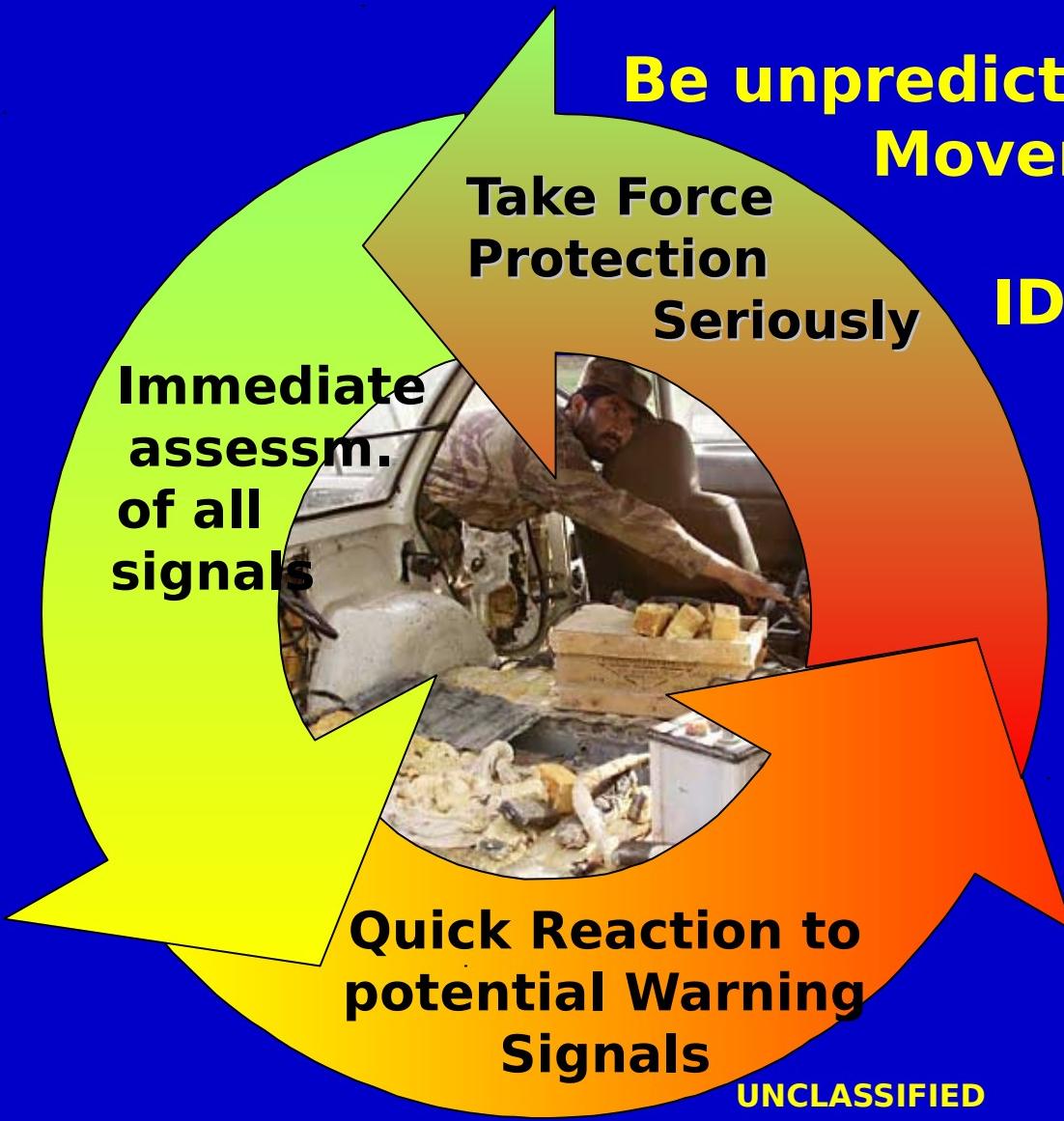
Scrambling
MEDEVAC C-160



BUT ...



Lessons Learned the Hard Way





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Summary

- "Lead Nation" by 2 Nations was a first-timer
- Relieving a Team in Place helps
- Structure & procedures were adequate for the mission
- Initial "Hickups"
 - Defining Roles & Responsibilities
 - Discovering Info Ops as Force Multiplier
 - Standardizing back-up systems due to incompatibility of communication systems



Summary

- **Plans & Doctrine**
 - Long years of common development of NATO Joint Doctrine had an immense positive impact on tempo and cohesion of the coalition



Focused Recommendations

Issue a clear & precise guidance

Use established and well known principles

Factor time in the process over all levels

Share your burden - use all available assets

**In complex situations
Strategic Thinking is Dynamic Thinking**



Lessons Learned ISAF III



Questions?